

Headquarters Air Combat Command

ACC PROGRAM MANAGEMENT SQUADRON'S APPROACH TO "INTEGRATED" PROGRAM MANAGEMENT (IPM)



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**This Briefing is:
UNCLASSIFIED**



Overview

- **Mission**
- **IPM Structure**
- **Program Management-Contracting Team**
 - **Program vs. Project Management**
- **Division Capabilities**
- **Customers**
- **Benefits of IPM**
- **Application of IPM to Management of Contracted Programs**
- **Summary**



Mission

Provide Air Combat Command with a unique cross-functional activity charged with program management of systems operated and maintained through large-scale contracts supporting various Commanders and government agencies in multi-national environments



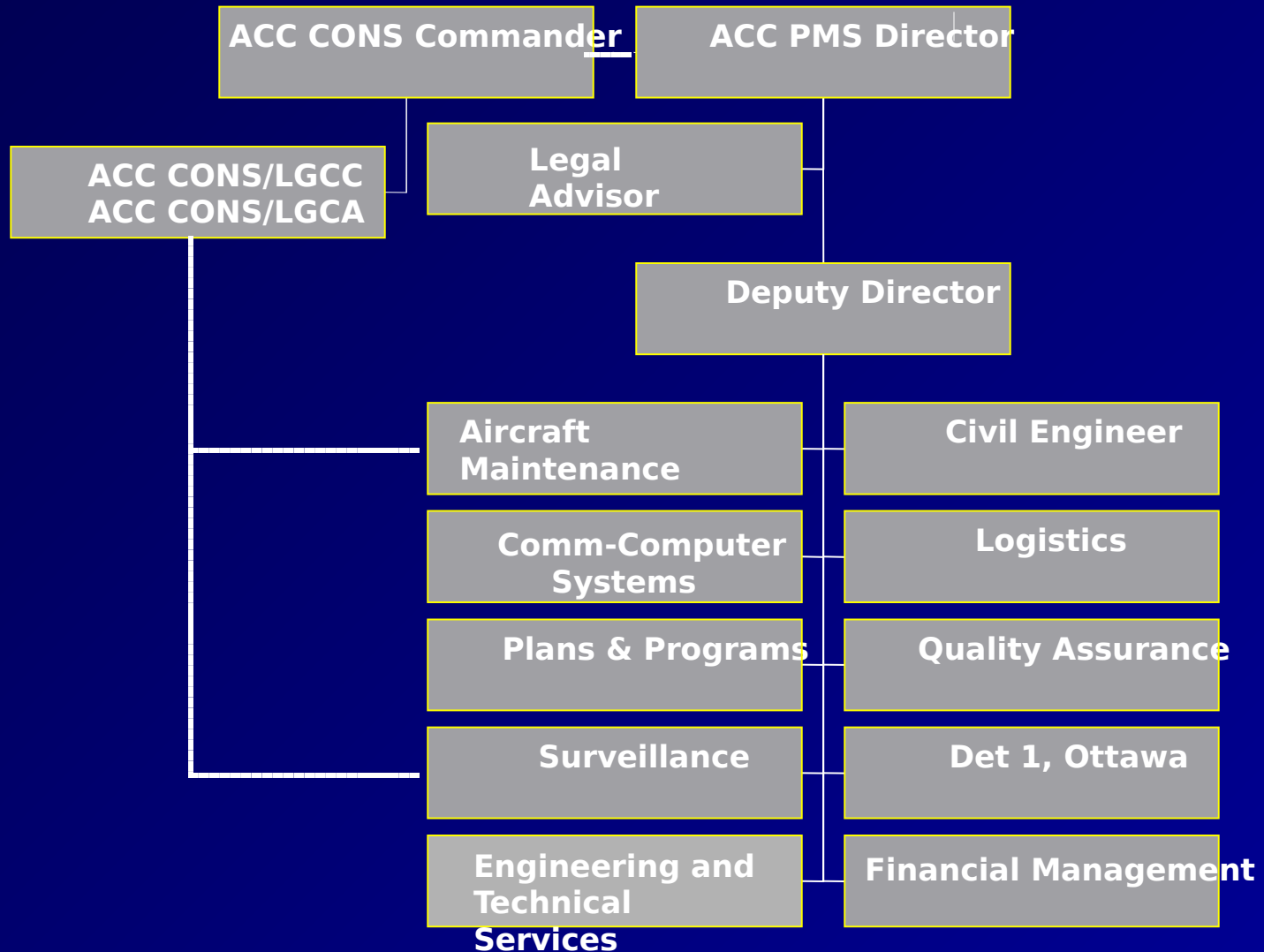
ACC PMS' Integrated Structure

- **Unique multi-function program management squadron**
 - **Single Leadership**
 - **Work side-by side with Contracting and Legal**
- **Integrated management allows:**
 - **Ability to execute cradle-to-grave competitive sourcing**
 - **Ability to manage large-scale programs**
 - **Ability to maintain centralized management and decentralized execution**
 - **Life-cycle management of assets**
 - **Quick application of training, experience and knowledge gained from previous competitions**





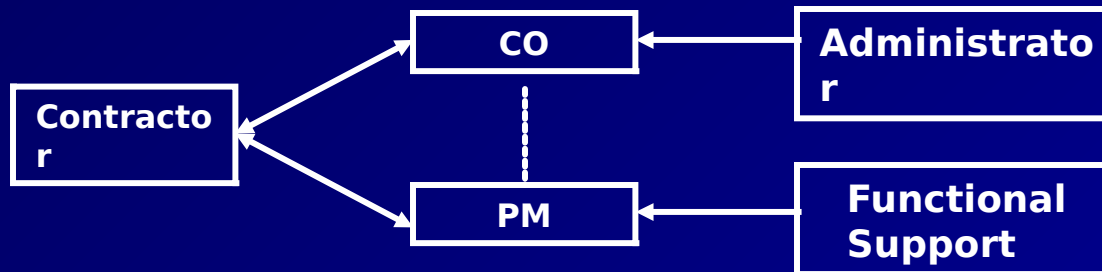
ACC PMS/ACC CONS TEAM





Program Management- Contracting Team

- **Integrated Culture**
 - **Program Managers and Contracting Officers speak the same language while understanding each others' constraints**
 - **CO - Contract regulation responsibilities**
 - **PM - Technical responsibilities**
 - **Partnership that includes the contractor creates business-like environment conducive to meeting mission needs**





Program vs. Project Management

Services Program Mgmt

- **Life-Cycle Duration**
- **Changing Cost, Schedule and Performance Goals**
- **Integral to Meeting Daily Service Operations**
- **Technically Complex System and Function Integration for Daily Operations and Maintenance**
- **Functional Integration**
 - **Non-Compatible Activities**
 - **Less Autonomous Decision Making, Faster Time-cycle, High Coordination**
- **Service Requirements Difficult to Quantify and Qualify**

Weapon System Project Mgmt

- **Defined Duration**
- **Specific and Relatively Fixed Cost, Schedule and Performance Goals**
- **Isolated from Daily Service Operations**
 - **Hand-off to User**
- **Technically Complex Systems Integration for Design/Build**
- **Functional Integration**
 - **Activities Designed to be Compatible**
 - **Autonomous Decision Making**
- **More Definable Requirements**



ACC PMS Division Capabilities

- **Program Manager Divisions**
 - **Surveillance (SU)**
 - **Tethered Aerostat Radar System**
 - **Hemispheric Radar System**
 - **Iceland Air Defense System**
 - **Over-the-Horizon Backscatter Radar**
 - **Aircraft Maintenance (MA)**
 - **Forward Operating Location Base Operations Support**
 - **Precision Measurement Equipment Laboratory**
- **Contracting Officer/Manager for the contract programs listed above work side-by-side with the designated Program Manager**



ACC PMS Division Capabilities

- **Plans and Programs (XR)**
 - **Manage new projects and recompetitions**
 - **Market the Squadron**
 - **Facilitate acquisition planning/preparation**
 - **Assist Contracting draft Acquisition Plan**
 - **Schedule/Host Meetings for Contracting (i.e., Acquisition Strategy Panel, Industry Day, Source Selection Advisory updates, etc.)**
 - **Review technical documents (i.e., Performance Work Statement, Quality Assurance Surveillance Plan (QASP), Incentive Plans)**
 - **Establish Bidders Library/Schedule site visits**
 - **Facilitate Source Selection evaluations**
 - **Partner with The George Washington University for training**



ACC PMS Division Capabilities

- **Quality Assurance (QA)**
 - **Full-time experienced and professionally-trained Quality Assurance Evaluators (QAEs)**
 - **Support on-site QAEs by in-house quality functional experts**
 - **Develop surveillance plans and evaluate contractor's Quality Control Program functions**
 - **Adopt new DoD QA policies**
 - **Implement ISO 9000 quality systems specifications**
 - **Reduce surveillance costs**
 - **Conduct Phase I Training**



ACC PMS Division Capabilities

- **Logistics (LG)**
 - **Provide Traffic Management Office (TMO) services**
 - **Develop procedures to incorporate latest commercial practices into military logistical functions**
 - **Manage Government Furnished Equipment (GFE) inventories**
- **Communication-Computer Systems (SC)**
 - **Provide oversight and management of all contracted communication requirements**
 - **Plan and support automated data processing equipment requirements**



ACC PMS Division Capabilities

- **Civil Engineer (CE)**
 - **Provide knowledge and experience in environmental, safety, engineering, construction, production control, and real estate specialties**
 - **Review/approve technical contract specifications and coordinate with CEs at various sites**
- **Financial Management (FM)**
 - **Execute/manage budgets**
 - **Multiple appropriations**
 - **Multi-year appropriations**
 - **Develop Financial Plans**
 - **Liaison budget requirements with ACC/FM & LG**
 - **Assist Program Managers with Program Objective Memorandum (POM) Issues**
 - **Financial advisor for Source Selections**



ACC PMS Customers

- **Support MAJCOM/CCs, ACC directorates, OSD counterdrug agencies, and U.S. Customs Service**
 - **Manage 10 contracted programs valued at \$860M+**
 - **Responsible for 32 sites in U.S. and 10 countries**
 - **Manage \$3.5B in Program investment costs**
- **Assist other USAF and ACC agencies in the development of contract requirements**
 - **T-38/GAF F-4F at Holloman, Beale, and Whiteman AFBs**
 - **Aerial Targets at Tyndall and Holloman AFBs**



Application of IPM to Contracted Programs

COMMON PROBLEMS	ACC PMS SOLUTIONS
<ul style="list-style-type: none">· Small pool of experienced personnel· Skills gaps<ul style="list-style-type: none">▪ Extensive training required▪ Inexperience with contract document development· Diversion from daily mission operations· Inadequate requirements definition· Security of source selection info· Lack of lessons learned application· Inadequate performance monitoring	<ul style="list-style-type: none">· Provide experienced personnel specializing in large-scale, program management<ul style="list-style-type: none">▪ Majority certified in Government Contracting & Project Management from George Washington University· Provide seasoned personnel to assist with writing the Performance- based SOW, Incentive Plan, and QASP· Provide off-site source selection facility<ul style="list-style-type: none">▪ Result: No distractions· Apply lessons learned<ul style="list-style-type: none">▪ 13 Source Selections accomplished▪ Strong business relationship with AFPEO/CM▪ Mgmt of eight contracted programs· Full-time ISO 9000 trained Quality



ACC PMS Real - World Successes

- **Outsourced the Tethered Aerostat Radar Program**
 - **Costs reduced over 50%**
 - **Through application of business management training, able to negotiate \$600K recovery in a non-performance dispute with aerostat manufacturer**
- **Implemented the first ever contractor operated fire department for the Forward Operating Location contract in South America**
- **Executed award of Hemispheric Radar System under standup of new AF Program Executive Officer for Combat and Mission Support**
 - **Received accolades from the AFPEO/CM for ACC PMS' processes**
 - **Program has been re-competed three times - at least 10% savings with each new contract**



Summary

- **ACC PMS provides single point control, integrated services, and a cradle-to-grave business management capability responsive to customer**
- **Integrated program management is an effective way of doing business, especially for large-scale contracted programs**
- **ACC PMS and ACC CONS successfully executing a benchmark concept**



Discussion



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